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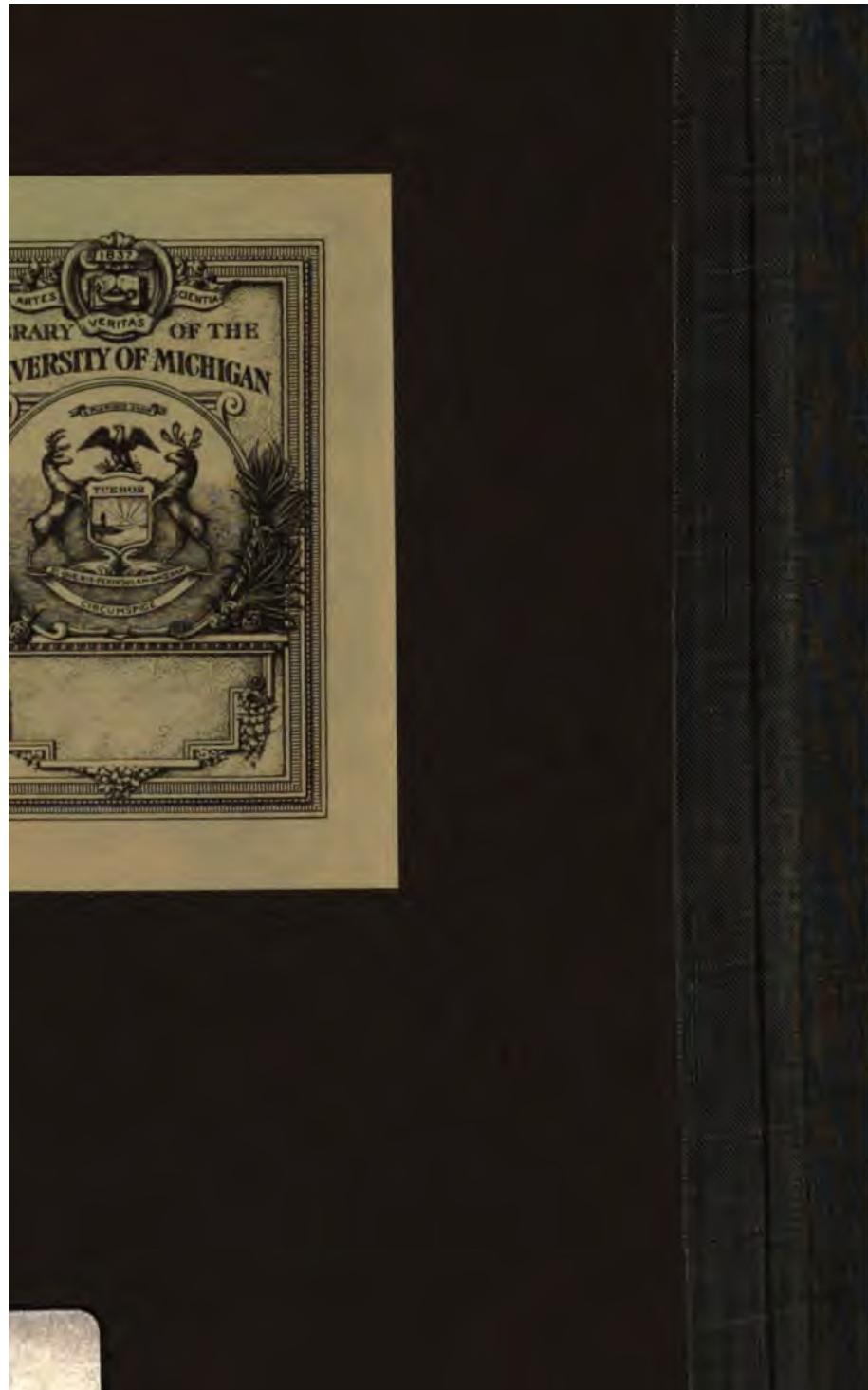
LIBRARY SERVICE

EDITED BY
GREGORY S. BALDWIN

REVISED BY
FRANK J. DIAZ

REVIEWED BY
CLIFFORD W. LARSON & ROBERT C.
MARTINSEN

Volume Library Resources Planning and
Management Series, Volume 1



LIBRARY SERVICE

BY
EMMA C. BALDWIN

EDITOR OF
THE LIBRARY

LIBRARY OF
THE UNIVERSITY OF TORONTO
VOLUME III

UNIVERSITY LIBRARIES
UNIVERSITY OF TORONTO LIBRARIES
1911

ALA MANUAL OF LIBRARY ECONOMY

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LIBRARY SERVICE

EMMA V. BALDWIN
Brooklyn Public Library

Edited by
FRANK P. HILL
Chief Librarian, Brooklyn Public Library

THE LIBRARIAN

The success of a library depends in large measure upon the ability of the man or woman at the head of it, and the importance of securing a trained librarian's expert assistance at the inauguration of the work connected with the establishment of a library can not be too strongly emphasized. If the person selected has had both training and library experience, as should be the case, he will be able to render valuable service to the library board in outlining its policies, in planning its building, and in selecting the books. To attempt to save money by postponing the appointment of the librarian until the preliminary arrangements have been made is the poorest sort of economy.

How appointed.—The choice of a librarian for a particular position should not be restricted to local candidates, but the selection should be made from the best men and women available at the salary offered. The names of possible candidates for the position may be secured from any of the several library schools of the country, from the secretary of the American Library Association, or from the state library commission. The aid of librarians of large libraries in the vicinity may also be enlisted, as they will usually be found very willing to render any assistance within their power.

Even should the minor positions in the library come under the jurisdiction of the municipal civil service board, the position of librarian is usually placed in the exempt class. The

personal equation plays so large a part in the selection of the right man or woman for the place, that no one should be selected without a personal interview. Such an interview will usually disclose more of a candidate's fitness or unfitness for the place than could be gleaned from either letters of recommendation or formal examinations.

Trustees or committees charged with the selection of a librarian should realize that the question of salary will seriously affect their problem, and they must first determine how much they can afford to pay. If the funds available permit, the librarian should have had training in an accredited library school or experience in a well-organized library.

If the trustees can not command the services of a trained librarian an effort should be made to secure one who is capable of development and who, though lacking technical knowledge, is possessed of the education and personality required for the position. A librarian with the right spirit will find abundant opportunity for gaining a knowledge of library methods and practice through the information on the subject to be found in books and library publications. A number of the library schools also offer summer courses, and by special arrangement a librarian may frequently gain permission to study the methods of a well-conducted library.

Qualifications.—The qualities which go to make up the *ideal* librarian have been set forth in great detail in various library publications.¹ Summed up, we find that those usually enumerated as desirable are exactly the same qualities which make for success in any walk of life, plus a wide knowledge of books and strong educational qualifications.

The spirit of expansion and progress which has characterized the age has had its effect upon the library profession and many new duties have been laid upon the librarian. The library is no longer a retreat for the recluse who wants to shut

¹ Cannons, *Bibliography of library economy*, pp. 188-91.

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out the world. What is now needed in the executive administration of our libraries is not so much scholarship as "efficiency" with all which that word at present implies. Scholarship, it is true, is as essential a qualification as it ever was, but scholarship alone will not enable the librarian to cope with the problems which now confront him. The efficient librarian is he who most successfully combines the scholarly attainments which characterized the librarian of former times, with the executive ability which today marks the man of affairs. Mr. Harrington Emerson cites as the first principle of efficient management "a clearly defined ideal." In the conduct of the library the librarian needs a broad conception of the ultimate aim for which he is working. Without this he will be like a captain of a ship upon the high seas with no particular port in view. He must realize that "no other agency matches the book in power and availability in quickening the sensibilities, refining the tastes, enlarging the understanding, diversifying the experience, warming the heart, and clarifying the soul."¹ His purpose will be to gather into his library the books which shall exercise this power in his community. His study of conditions will disclose many opportunities for service, and his constant effort will be to make his store of books more useful, and to perfect his machinery of distribution so that his collection may be made more readily available. Perfection of mechanical detail should be only a means to an end, and every plan that is inaugurated or mechanical device adopted should serve directly or indirectly to further the ultimate purpose of the library.

The adoption of business methods in a library means simply the systematizing of all details of the work to attain the best results. The librarian must be as alert as the business man or manufacturer to adopt appliances which will save time or labor, because by means of them work may be done more effectually and with less effort, wasted energy converted into power, and

¹ Herbert Putnam, Address, A.L.A. Conference, Ottawa, 1912.

time saved at one point expended where it will accomplish more.

Term of office.—The term of office of the librarian is usually during the pleasure of the board, but the practice of electing the librarian at the close of a specified term of service still obtains in some libraries.

It is manifestly to the best interest of the institution that no definite term of office should be set, but that the incumbent should be permitted to continue his work without interruption so long as he retains the esteem and confidence of his superiors and of the public. When a definite term is fixed, sufficient pressure may be brought to bear upon the trustees by the friends of a rival aspirant to cause a worthy librarian to fail of re-election. Such a result may prove unfortunate alike to the individual and the library.

Duties.—The most satisfactory results are obtained where the chief librarian is permitted to appoint assistants, select books, buy supplies, make regulations, and decide methods of cataloging, classifying, and lending, all subject of course to the approval of the trustees.

It is the librarian's duty as the executive officer of the board to see that the policies formulated by the board are faithfully carried out, and since he is the one who comes most directly in contact with the actual problems of the institution, it is very desirable that he be consulted before any policies are decided upon.

In many libraries, the librarian is the secretary of the board and in this capacity is brought into close relations with his trustees. In other libraries, where the office of secretary is held by a member of the board, the major part of the secretarial duties falls upon the librarian's shoulders. In either case it is generally conceded that the librarian should be present at all the meetings of the board for consultation and advice, and that no important step should be taken without first consulting him.

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It is also the duty of the librarian to present to the board all matters in relation to the conduct of the library, upon which they should be informed, and to bring before them for discussion all questions upon which their judgment may be helpful.¹ Upon the librarian will devolve the responsibility of so stimulating and fostering the interest of the trustees in the work of the library that their duties will not be performed perfunctorily. The librarian must so study his board, present his recommendations, and marshal his facts that the statements he makes will carry conviction and enlist their sympathetic support.

The librarian in his relation to his staff occupies a position similar to that of an employer to his employees, for while he is a paid assistant he usually has the authority to make appointments, fix salaries, determine hours of service, and formulate rules for the government of the staff. All such acts are of course subject to the approval of the board of trustees, and when the staff is a large one, may be further controlled by a definite code governing appointments, salaries, etc. Still,

¹ "There is a general impression that directors of a library board should necessarily belong to some one of the learned professions where members are presumed to be book lovers. The management of a public library involves the exercise of many kinds of intelligence and ability besides those used in the judgment of books. Directors may quite as wisely be selected—a part of the number at least—because of eminence in executive ability, in business sagacity, in unblemished integrity, in political power, as for mere literary knowledge."—Lutie E. Stearns, *Essentials in library administration*.

"A large public library in a great city must be on the lines of the modern business organization, where the trustees have the functions of a board of directors in a great corporation, depending in a large measure on the trained professional executive, first as professional adviser, and secondly, as working executive, while in a small rural or town library the librarian is often without professional training and usually without much business experience, so that the trustees do not obtain the same professional advice and cannot depend upon the same executive skill."—Bowker, R. R., *Duties of the trustee in a large library*, *Library journal*, January, 1913.

even when such a condition obtains, the responsibility of the librarian for seeing that all members of the staff are accorded the same privileges and held to the same requirements is in no sense abated.

In his dealings with his staff, whether large or small, the librarian perhaps shows most clearly his fitness or unfitness for his responsible position.

An executive officer must have a judicial mind and be capable of receiving and weighing conflicting evidence. He must not be easily prejudiced nor easily swayed in his judgments. If he is to retain the loyalty and respect of his colleagues his decisions must command respect for their fairness, and for the indication they give of his grasp of the situation.

It is the librarian's duty to develop in the staff a spirit in accord with the true aims and purposes of a public library. His own spirit is almost invariably reflected by the staff, so that by both example and precept he is influencing the attitude of his staff toward their work and directly affecting the efficiency of his institution.

Mr. Frederick W. Taylor in his "Principles of scientific management" says, "What we are all looking for is the ready-made man, the man whom someone else has trained." In consequence, the demand for such men and women is far in excess of the supply, and most librarians are confronted with the necessity of training and developing their own assistants. When the number to be trained is large enough to make formal instruction in classes desirable, much of this detail work may be delegated to others. But the librarian can not successfully delegate to another the duty of securing the loyalty of the staff to the institution and its policies nor the inculcation of the principles which he wishes upheld.

The librarian in his relation with the community has "the greatest opportunity of any teacher in the community. He should be a teacher of teachers. He should make the library

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a school for the young, a college for adults, and the constant center of such educational activity as will make wholesome and inspiring themes the burden of common thought. He should be enough of a bookworm to have a decided taste and fondness for books, and at the same time not enough to be such a recluse as loses sight of the point of view of those who know little of books."¹

The community should expect of its librarian an expert knowledge of books and a desire to afford every possible facility by which books may be freely used and appreciated. A librarian should be keenly interested in the welfare of the community he serves and in sympathy with all that promotes its happiness and prosperity. He must be possessed of great tact in order that the library shall remain an impartial and non-partisan institution, reflecting the spirit of progress and the advanced thought of the day, but neither favoring nor opposing any movement. The community should expect the librarian to be such a careful student of local conditions that, in many instances, it will find its demands upon the library anticipated, and the needed books ready for use.

Hours of service.—The librarian's hours of service will depend largely upon the regulations governing the work of the staff in general, but no one satisfactorily filling an executive position can ever be bound down to a regular schedule of hours. The executive must, however, be not less but rather more conscientious than the humblest member of his staff. This will not necessarily be shown by a more rigid adherence to a set time of arrival and departure, but rather by the quality of the work done and by the earnestness of his attention to business during the hours of work. Someone has said that every human being is as lazy as he dares be, and the executive over whom there is no one to keep watch and who has no one to hold him up to the highest performance of duty may easily lapse into slothful ways

¹ J. C. Dana, Library primer.

and bad habits which may result in a loss of power of concentration and steady application, and an increasing tendency to procrastination in work and decisions. The executive must keep before himself a high standard of efficiency and measure himself by that standard.

Vacations.—Hand in hand with the effort to secure a greater efficiency in all lines of human endeavor has come a consideration of the conservation of resources and an effort has been made to prevent the useless waste of both human energy and natural products. Rest and relaxation are essential to continuous good work, and the best librarian recognizes this fact and as conscientiously takes his period of rest as he attends to his other duties. From the right kind of a vacation a man returns to his work with renewed vigor and health. Too close application to any problem is apt to destroy one's sense of proportion. A brief absence from one's desk enables one to return with a clearer vision and to attack old problems with new zest.

The vacations of librarians are as a rule considerably shorter than those of college professors or school principals, but somewhat longer than those usually taken by business men. Some libraries arrange for a longer vacation for members of the staff holding positions of responsibility, and the practice is undoubtedly of great benefit to the individual and in the long run a wise provision for the best interests of the library.

STAFF

Requisites.—The qualifications demanded of the members of the staff, could they be obtained at the salaries paid, would differ very little from those expected of the chief librarian. The exigencies of the case, however, compel most libraries to accept as assistants young people who have just completed their high-school course, and whose immaturity precludes the possibility of their being either experienced or very widely read. Positions in the higher grades of service are frequently filled by promotion.

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Practically all libraries demand a high-school education or its equivalent, and most insist that the candidate shall possess a pleasing personality and prove herself capable of forming habits of careful and accurate work. The ability and willingness to work harmoniously with others and to perform cheerfully any task which is assigned are also essential qualities in assistants.

In spite of the rather rapid increase in the number of schools for library training, the more rapid growth of libraries has made the supply of trained workers still inadequate to meet the demand, and consequently there has been no general insistence among libraries that applicants, even for special positions, shall be graduates of a library school.

The fact that library-school students readily obtain positions at initial salaries somewhat higher than those usually paid to beginners in library work will serve to indicate a recognition on the part of libraries of the value of the thorough and systematic course of training given in the schools. The higher entrance requirements of the schools, two of them demanding a college education, means that the graduates are better equipped than the majority of those who enter without the library-school training, and are therefore more likely to secure rapid advancement.

The requirements for admission to library service are constantly being raised, and the time is probably not far distant when a preliminary training will be considered indispensable. This is evidenced by the fact that practically all of the larger library systems have already found it necessary to establish training classes, and further by the fact that the course of study in these classes is broadened and the length of the period of instruction gradually lengthened.

Appointments to the library staff are usually made after a written examination. These examinations are competitive and may result in a candidate's being (a) accepted on probation; (b) admitted to an apprentice or training class; (c) appointed to the regular staff. Such examinations eliminate undesirable

applicants and leave trustees free from outside influence. The examination should be based upon the supposition that candidates have had at least a high-school education or its equivalent and should be a test of the candidates' knowledge of books, general information, judgment, and taste.

At the conference of the American Library Association held at Buffalo in 1883 the following resolutions were adopted:

"Resolved, That efficiency in library administration can best be obtained through the application of the cardinal principles of an enlightened civil service, viz., the absolute exclusion of all political and personal influence; appointment for definitely ascertained fitness; promotion for merit, and retention for good behavior; and

"Resolved, That, in the opinion of this Association, in large public libraries, subordinate employees should, so far as possible, be selected by competitive examination, followed by a probationary term."

The experience of the years since the adoption of these resolutions only confirms the conviction at that time expressed, and in general this is the course followed, with a tendency toward a lengthening of the period of probation into one of definite instruction and training.

Civil service.—A number of libraries as departments of the city government have been included under the jurisdiction of the civil service commission. This arrangement has not proved acceptable to libraries for several reasons.

The chief difficulty arises from the fact that no system can be devised or method adopted which will make it possible for one board to select the hundreds of helpers needed to meet the requirements of the highly specialized and widely diversified lines of work of the various city departments. The rules adopted to meet the conditions obtaining in one department work hardship when applied to another, and the constant effort to secure special rulings or exemptions consumes both time and energy, and the consequent delay and vexation of spirit more or



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less seriously affect the quality of work accomplished by the department.

Another objection is that of geographical limitation which forms a part of most civil service systems and which requires that candidates for examinations shall be residents of the city or the state or the nation, as the case may be. "This residence rule is probably more burdensome to a library than to any other city department because of the limited number of trained or experienced workers. There is ordinarily only one library in each city and that library usually has already on its staff those residents who are experienced in library work and who want positions."¹

The knowledge that their positions are safe and that they can not be removed except after charges have been preferred and proved frequently tends to destroy an assistant's efficiency and to put a premium upon laziness and insubordination.

But, while a municipally conducted civil service system has seldom been found to work satisfactorily to the library, large libraries have found it necessary to adapt the principles of the scheme to their own needs and to devise for themselves a code of rules modeled upon those of the municipal civil service.

Such a scheme provides for a graded service classified according to the duties of the various positions and kinds of work in the library, establishes rules to govern appointments and promotions from grade to grade, fixes the salaries of the several grades, and stipulates the conditions under which increases in salary may be granted. Rules of this sort may occasionally work a hardship to an individual, but in the long run they insure the greatest good to the greatest number and are the only means by which such matters as relate to the staff can be administered without partiality and unfortunate discrimination. Even with a well-formulated scheme enough special cases will

¹ Judson T. Jennings, Municipal civil service as affecting libraries. Pasadena Conference, May, 1911.

come up for decision to prove the necessity for clearly defined principles.

Method of appointment.—The power to appoint assistants is in some libraries vested in the librarian, the approval of his recommendations by the board being perfunctory. In other libraries appointments are made by the board of trustees, based upon the recommendations of the librarian, or the appointments may be in the hands of a committee of the board, the librarian being merely its mouthpiece.

It is essential to the discipline of the library that its librarian exercise practical control of his staff and that his powers be clearly defined and upheld by the board. The best results are secured when all recommendations emanate from the librarian and are acted upon by the trustees after careful consideration. The latter should feel a sense of their responsibility in the matter and demand such explanations of conditions as will enable them to keep in touch with the work of the library and to approve or disapprove the recommendations of the librarian in accordance with their best judgment.

Titles.—The organization of libraries has not yet become so standardized that any uniformity of practice obtains as to the classification or grading of the staff, either as to titles or salaries. No list that could be prepared would suit the different kinds of libraries, and each library must in a measure regulate these matters to meet local conditions.

A word of caution against too free a use of titles may not be out of place. Titles may be desirable to designate relative rank, authority, and specific duties, but they also have a tendency to limit responsibility and interest, to create class distinctions, and to cause assistants to place their allegiance to their department or corps before loyalty to the library as a whole. Such a spirit breeds dissension, and unless all are working for the common good the result will not be satisfactory to the public, to the trustees, or to the staff itself.

When titles are used the briefest form is best; such for example as "shelf-lister" in place of "clerk in charge of the shelf list." The titles most generally in use are those which designate special lines of work, such as cataloger, reference librarian, children's librarian, librarian-in-charge, or branch librarian.

Departments.—The small library has advantage over the large in that each assistant has the opportunity of keeping in close touch with all phases of the work, and usually devotes one part of each day to work with the public and another to work with the books.

In a large library specialization is not only inevitable but highly essential. The staff of a small library must consist of all-round workers capable of turning readily from one task to another. That of a large library may consist of people with decided limitations in several directions, but possessing marked ability along one particular line. In the large library the quantity of this highly specialized work of various kinds is large enough to justify the employment of specialists. With an effective administrator the work of these specialists may be grouped and co-ordinated to produce a well-balanced organization, equally efficient in all of its varied lines of work. Mr. Charles De Lano Hine in his "Modern organization" strikes a note of warning in regard to over-specialization which perhaps libraries may do well to heed.

"The increasing difficulty of securing men to fill the higher official positions in large corporations is due mainly to over-specialization. The line of least resistance has proved too tempting. A manifestation of unconscious laziness may be the habit, bred by specialization, of side-stepping complete responsibility by passing the question to another specialist. The great problem in organization is to develop under modern conditions the old-time feeling of undivided responsibility."

"Where highly specialized departments are created, departmental jealousies may normally be expected. Loyalty is

measured by devotion to the department rather than to the corporation. Not only is there a negative lack of incentive in learning the work of another department, but there is a positive objection to crossing sacred departmental lines. The problem is easier when the number of departments is minimized. Specialization running rampant is often responsible for the creation of unnecessary departments."

The wise executive will recognize this tendency and seek to minimize the resultant dangers. One way by which this may be accomplished is by frequent conferences of the librarian with the heads of the several departments, thus constituting what may be regarded as a cabinet or council. By keeping before the heads the ultimate aim of the institution as a whole, by fostering their interest in the creation and development of new departments, and by impressing upon them their interdependence, the librarian will secure the right kind of co-operation and interest.

The work of all departments should be well defined, and there should be as little overlapping of responsibility as possible. Each department should be given the opportunity to develop that part of the work entrusted to it, it being the duty of the executive to see that all of the work is properly co-ordinated and that each department is working in accordance with the ultimate aim of the institution as a whole. In this connection it should be borne in mind that authority should go with responsibility, and the responsibility of each departmental head for the work assigned to him should be recognized by the opportunity to regulate and direct that work so as to secure the best results.

Hours of service.—The report of the committee on library administration as presented to the American Library Association at the Pasadena Conference (1911) showed that 187 libraries had replied to the questionnaire circulated by the committee. The deductions from these answers were divided into three groups according to size:

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- Group A 1,000 to 10,000 volumes.
- Group B 10,000 to 50,000 volumes.
- Group C 50,000 to 200,000 volumes.

The findings of the committee in regard to the hours of service were as follows:

"In Group A the average is 40 hours weekly, the extremes being 48 and 30 hours, and 44 hours the usual time required.

"The average for Group B, 71 libraries reporting, is 41 hours. Thirty of these libraries require 42 hours, six require 41, six require 45, nine 48, and five, 39. The remainder require from 29 to 52 hours weekly.

"In Group C, 41 libraries reported; one reporting a schedule of 72 hours weekly! Leaving this one extreme case out of consideration, the average is 45 hours. The shortest schedule calls for 39 hours, and the longest 48 hours, the commonest being either 42, 44, or 48 hours."

The greatest difficulty with library hours is their irregularity. The usual hours during which the library is open are from 9 A.M. to 9 or 10 P.M.: and these hours can be covered satisfactorily only by requiring the staff to do day and evening duty on alternate days. The consensus of opinion seems strongly opposed to separate evening forces even in the delivery departments and reading-rooms since it is difficult to get a separate force of evening workers of the same calibre as the day force.

The hours of Sunday and holiday opening are usually fewer than those of the regular week-day opening, the general practice being to assign regular members of the staff for duty on these days. As a rule Sunday and holiday service is paid for as extra service or the time spent in such work is deducted from the worker's schedule for the other days of the week.

The present tendency is toward a reduction of the hours of service, and the relation between the working schedule and the health and efficiency of the staff is receiving considerable attention.

The report of Dr. John S. Billings, Jr., the medical officer of the New York Public Library, makes an interesting and valuable contribution to the study of the question. He says:

"During 1911 and 1912, in the performance of my duties as medical officer, I visited every branch of the circulation department at least three times, and interviewed all librarians and assistant librarians as to their past and present health.

"Early in the first tour of visits, it was noted that a relatively large proportion of the employees suffered from indigestion and dyspepsia. Many were under-nourished, and weighed from ten to fifteen pounds less than they did before taking up library work. This was borne out by the fact that many of them gained from five to ten pounds in weight while on their 1911 vacation, only to lose it again during the winter. Complaints of 'nervousness,' of being easily tired, of sleeping poorly, etc., were, in consequence, exceedingly common. These troubles were attributed to various causes, but chiefly to the irregularity of their meals, brought about by the present schedule of working hours of the library, and to the too short time (one half-hour) allotted for meals. Many stated that they ate but little when on duty, in order to avoid indigestion, and were, therefore, below their normal weight. Others were in the habit of taking light refreshment, 'chocolate,' etc., between meals. The majority of the employees are young women under thirty years of age, and provided that the conditions under which they work are satisfactory, should be relatively free from such digestive and nutritional disturbance. It was, therefore, thought worth while to investigate the matter further, in order to determine the source of the trouble.

"The schedule of working hours, as then in force in the circulation department of the library, necessitated irregular meal hours and only one half-hour was allowed for the daily meal at the library. The fact that the libraries are open at night, thus requiring the staff to be in attendance, was the cause

of irregularity. The members of the staff alternated on night duty. Either two or three days a week the 'early staff' of the librarians began work at 9:00 A.M. They were allowed one half-hour between 12:00 and 1:00 to prepare and eat their midday meal. They went off duty at 6:00, and the majority reached their homes for a seven o'clock dinner. Barring the too short lunch hour, these conditions are not bad. But on the other two or three days of the week they reported at noon, substituted for the 'early staff' while the latter were at lunch, and were not supposed to eat until 6:00 P.M. Bearing in mind that many of them live long distances from the library, this means, at the best, a meal at 11:00 A.M. (too soon after breakfast) and no more food until 6:00 P.M., which interval is entirely too long, especially as the intervening days of regular meal hours when on 'early' duty prevent the digestive organs from accustoming themselves to the changed conditions.

"It must be admitted that the librarians are, in a way, responsible for the former working schedule. In order to obtain their cherished weekly 'free' or 'silent' day, and the daily half-hour less duty in summer, they were willing to work longer, and put up with the short and irregular meal hours, and suffer the physical disabilities and discomforts previously mentioned.

"Should they be allowed to do so? The answer is 'No'—no more than very young children should be allowed to work in factories, despite their desire to do so.

"It was therefore recommended:

"1. That the daily recess period for meals of the librarians and the assistant librarians employed in the branch circulation libraries of the New York Public Library be one hour instead of one half-hour as heretofore.

"2. That every employee be required to take the full hour off duty.

"3. That no employee be permitted to make up lost time or do library work during the recess hour.

"In order to carry out these recommendations it was suggested:

"a) That the librarians and assistant librarians be required to work but forty hours each week, exclusive of recess period, instead of forty-two hours and a half as heretofore.

"b) That this schedule be in force in summer as well as winter.

"That when it seems advisable and the work of the library will not suffer, the branch librarian be empowered to permit such employees as live at long distances from their library, or who must use cars which are crowded with workmen at 6:00 P.M. to report for duty at 8:30 A.M. and leave at 5:30 P.M."

NOTE.—The Brooklyn Public Library, following the example of the New York Public Library, has shortened the working period from 42 to 40 hours per week with beneficial results, according to the reports for the first three months after the change was put in operation.

Vacations.—Vacations in libraries as a rule vary from two weeks to a month in length.

Of the libraries reporting to the American Library Association committee on administration, 42 allow either a month or four weeks; 32 allow three weeks, and 49 two weeks. One library reporting allows the librarian and heads of departments two months, and other assistants one month; ninety allow extra time to the librarian, and five include the heads of departments in the number receiving the additional allowance.

In small libraries each absence on account of illness may be dealt with separately and the length of time to be allowed with pay be determined in accordance with the merits of the case. With large staffs the number of absences naturally increases, and definite rules become necessary in order that all may be accorded equal privileges.

A few libraries allow no pay for time lost for illness, while the practice in other libraries as to the length of time to be thus

granted varies from a few days to a month or longer. From two to four weeks appears to be the average allowance.

Leaves of absence without pay are usually granted whenever they can be arranged without detriment to the service.

Salaries.—The following resolution in relation to salaries was adopted by the American Library Association at its meeting in 1893, and it still has force and meaning:

"Resolved, That in the opinion of the American Library Association the qualifications and salaries of library assistants in important positions should be on a par with high-school teachers; that applicants for positions in libraries should have at least a high-school education; and that the heads of large libraries should have salaries not less than those of public-school superintendents in the same cities."

Although, unfortunately, this still represents the ideal rather than the real condition of librarians and assistants, the salaries paid librarians have steadily increased since that time, but not perhaps in proportion to the increase in the salaries of teachers during the same time.

The American Library Association committee on administration, already mentioned, found it difficult to make a satisfactory comparison of the salaries paid to assistants in various libraries. The following extract from their report will probably give as fairly as any statement can the current practice. The report covers only the libraries in Group C, i.e., those containing from 50,000 to 200,000 volumes.

"The average salaries for the senior assistants are as follows: Cataloging \$950; Reference \$1,010; Circulation \$875; Children's \$770; Order \$970; Binding \$770; Branches \$760. The junior assistants in all the departments are paid practically equal salaries, these ranging from \$360 to \$900. The average for the highest grade of junior assistants is approximately \$750. The best paid department is the reference department, in which 45 per cent of the senior assistants receive \$1,000 or more; the corresponding figures for the other departments being, Catalog

23 per cent, Circulation 34 per cent, Children's 28 per cent, Order 40 per cent, Binding 17 per cent.

"Substitutes are paid from seven and a half to thirty-five cents an hour and the usual daily rate is \$1.00."

Staff meetings.—In a small library in which the librarian and her assistants are in constant contact with each other and the public there is perhaps little need of formal meetings. As a library grows larger, and its work becomes more complex, its workers are divided into groups or departments with special duties and the contact of the chief librarian with the subordinates occurs less frequently.

Formal meetings then serve the double purpose of affording assistants an opportunity to bring their observations concerning the work of the library in its relation to the public to the attention of the chief librarian, and enables the chief librarian to acquaint the staff with the plans and purposes of the library board, thus fostering a greater sense of responsibility and promoting the enthusiasm which comes from the feeling that each member of the staff is a real participant in the work of the library.

Staff meetings may be classified as follows:

- a) The definitely instructive meeting.
- b) The general advisory and consultation meeting.
- c) The restricted cabinet meeting.
- d) The semi-social and semi-literary meeting.

In libraries where the majority of the staff have had no formal instruction in library economy, the staff meeting is frequently devoted to the instruction of the staff in reference work, cataloging, book selection, etc. Such meetings are held during library hours and are a distinct help in increasing the efficiency of the staff.

General staff meetings may include *all* members of the staff or in branch library systems they may be confined to the heads of departments and librarians in charge of the several branches.

These meetings afford the opportunity for a general discussion of the activities of the library and may deal largely with questions concerning the routine work, or they may be largely devoted to a discussion of the work in a broader sense and prove a stimulus to increased interest and enthusiasm to the staff as a whole.

The restricted cabinet meeting is general in libraries subdivided into departments, each of which is under the charge of a separate head. These meetings result in a unification of the several divisions of the work and secure a more concerted action among the heads of the various departments than would be possible if each worked independently.

Attendance at the last class of meetings is voluntary. The meetings are designed to promote the acquaintance of the members of the staff with each other and to increase enthusiasm and develop *esprit de corps*. These meetings are usually held in the evenings and are found to be especially stimulating in large libraries or in library systems where the staff is scattered over a large territory.

Staff rooms.—In the modern library building special attention is given to providing attractive rest and lunch rooms for the staff. These rooms are important factors in maintaining the health and efficiency of the staff and should be thoughtfully planned for, especially if the rules of the board require assistants to take at least an hour for lunch and dinner. In libraries or branches located in the poorer sections of cities where there are no good restaurants, comfortable staff rooms will be especially appreciated.

The rooms should be located far enough from the circulating room to insure quiet. The lunch room should be equipped with the necessary conveniences for the preparation of simple meals, and where possible these should be placed in an alcove or kitchenette. Where this is done the lunch and rest rooms may be combined in one. The furnishing of these rooms will depend upon

the resources of the library. Easy chairs and a couch will make complete relaxation possible and are comforts which will be welcomed by the staff.

Apprentice or training classes.—Although the number of library schools has increased, their graduates do not begin to fill the vacancies in libraries. Previous to the establishment of the schools it was the custom for libraries to allow candidates for positions to work in the library, permitting them to pick up what information they could in relation to the work of the library in return for such assistance as they were able to give. In large libraries both the number of applicants for such privileges and the number of positions to be filled gradually necessitated the organization of these apprentices into classes in order that they might be given more formal and systematic instruction.

Apprentice or training classes vary in length from one to twelve months, the time of the course being divided between formal instruction and practice work under supervision. As a means of training for the lower grades of service the apprentice or training classes of the large library systems are doing excellent work. The tendency is toward the constant expansion and improvement of the course of training and away from the use of the apprentices as substitutes; the aim being to give the members of the training class as thorough a course in library science coupled with practice work in the library as the limited time will permit. As the staff of the large library must be largely recruited from its training class the importance of the work is obvious. (See paragraph *Apprentice classes* in chapter xiii, *Training for librarianship*.)

Rules.—In all institutions methods of procedure and of routine work become established through custom and precedent. New appointees may frequently be instructed in the practices and methods verbally and informally, and the institution be governed almost entirely by unwritten law.

Such a practice may work satisfactorily in a single institu-

